

Mr. James M. Mitchell, Director
Advanced Study Program
The Brookings Institution
1775 Massachusetts Avenue, N. W.
Washington, D. C. 20036

Dear Mr. Mitchell:

May I first extend apologies for the delay in answering your letter of November 26, 1959, soliciting reactions to my recent attendance at the "Conference for Federal Management and Program Executives."

My expectations in coming to the Conference were to be made more aware, in an organized and coherent fashion by knowledgeable speakers, of major problems impacting on this country today which should be a cause of concern by thoughtful people. In an almost complete sense, my expectations were realized. Because the nature of my employment requires more preoccupation with international than domestic matters, I found the latter to be the more informative and interesting to me. The range of discussions on the problems of poverty, urban areas, and minority groups both held my interest and, I believe, contributed to my understanding. If I were to pick out one presentation which, based on both content of the talk and the charisma of the speaker, it most certainly would be the address on "Science and Public Policy" given by Dr. Goddard. He was the most intellectually stimulating speaker I have heard in a long period. I should also feel better if I noted the presentation on "Challenges to Higher Education" given by John Millis. The knowledge of his subject and his forthright honesty were impressive, and he strikes me as an individual to whom the favorable accolade of "elder statesman" could well be awarded. Lastly, I would mention the presentation by Sterling Tucker on "Black Separatism in Perspective." If he meant what he said, he is a man of much moral courage. As you would also like observations on the other side of the coin, I am of the opinion that Dr. Striner strayed into fields of economics in which he is not truly expert. My next observation is not meant to be facetious but had I not heard the cavalier attitude of Peter Lisagor speaking as the self-appointed watchman of the people I may have had some difficulty in understanding the recent Vice Presidential address concerning the role of responsible mediae in this country.


Mr. James M. Mitchell, Director, Advanced Study Program

In answer to your questions on the logistics and attendees at the Conference, I give everything and everyone very high marks with perhaps one exception. I believe the "study groups" served little substantive purpose and that the counterpart time could be better spent in either critiquing presentations of the day or pursuing private and individual readings.

In summation, I feel here as I did once before after participating in a Brookings Conference that the intellect and scholarship, to the degree that one pursues it, are stimulated and benefited by the tremendous institutional sponsorship your people represent. I feel better equipped as a private citizen, let alone a Government official, to understand the problems of my country because of my attendance.

May I lastly extend my compliments and gratitude for the organizational ability, quiet and effective conference leadership, and personal qualities of Mr. David Rhodes. The fact that his presence was never obvious, but that nothing either went amiss or that pace slackened, is probably his finest tribute. May I also, while apologizing for a memory that has allowed her name to slip, commend the many services performed for us by the delightful Conference secretary.

Sincerely,


Director of Logistics

STATINTL

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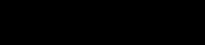
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SECRET

REPORT OF TRAINING AT NON-CIA FACILITY
(Forward Original and One)

25X1A

TO : Director of Training
ATTN : Registrar/TR
THROUGH: Training Officer

FROM : 
OFFICE: Deputy Director of Logistics
DATE : 5 December 1969

1. FACILITY ATTENDED
The Brookings Institution
Williamsburg Conference Center
Williamsburg, Virginia

2. DATES OF TRAINING
5 - 17 October 1969

3. NAME AND DESCRIPTION OF PROGRAM

Conference on Executive Leadership in a Democratic Government

4. YOUR TRAINING OBJECTIVES Interest was based on the opportunity to gain an insight into significant domestic problems which are of current concern. The bona fides and accomplishments of the guest lecturers provided a unique forum to gain an intellectual understanding of problems such as poverty, the inner city, the role of the press, etc.

5. EVALUATION OF PROGRAM (Include: a. Strengths and weaknesses of program. b. Identify any outstanding speakers and their specific topics or area of instructional competence.)

Only through such institutional sponsorship as The Brookings Institution would it be possible to be given such an overview, in a short period of time, of major issues facing this country today. The value of the program was not solely relegated to the competence of the speakers but was tremendously enhanced by the background and vocation of many of the attendees. These latter individuals, by probing questions, were able to elicit much comment and opinion from knowledgeable speakers.

The only weakness I would note, and propose to comment upon in a forthcoming critique to The Brookings Institution, is the nonproductive nature of the so called "committee work." It strikes me, as it did most other participants, that such time could be much better utilized either in pursuit of private reading or by a continuance by the participants in discussing the main topic of the day. As a matter of fact, the participants collectively persuaded the Brookings moderator to change the format in the second week, drop the "committee work," and allow the participants to carry on seminars as above described.

I fully subscribe to a continuance of the program whereby this Agency sponsors individuals to attend this Conference. It can be described as an instant-intellectual sabbatical and, if only by the process of osmosis, is bound to broaden the understanding and perspective of any Agency officer. The opportunity to be associated with 20 other senior Government employees is also, of itself, an educational and interesting experience.

6. ATTACHED ARE

TRANSCRIPT OF GRADES

YES X NO

CERTIFICATE OF COMPLETION

YES X NO

7. I CERTIFY THAT I ATTENDED THE TRAINING PROGRAM DESCRIBED ABOVE.

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REPORT OF TRAINING AT NON-CIA FACILITY
(Forward Original and One)

25X1A

TO : Director of Training
ATTN : Registrar/TR
THROUGH: Training Officer

FROM : [REDACTED]
OFFICE: NPIC
DATE : 23 February 1966

1. FACILITY ATTENDED

Brookings Institute
Williamsburg, Virginia

2. DATES OF TRAINING

24 January 1966 - 4 February 1966

3. NAME AND DESCRIPTION OF PROGRAM

Conference for Federal Management and Program Executives

4. YOUR TRAINING OBJECTIVES

Gain knowledge and insights which will enhance ability to make effective administrative decisions and actions.

5. EVALUATION OF PROGRAM (Include: a. Strengths and weaknesses of program. b. Identify any outstanding speakers and their specific topics or area of instructional competence.)

This Advance Study Program of Brookings is aimed at general administrators and is an excellent educational exercise. It goes somewhat beyond the training objectives cited in that it covers broad aspects of constitutional government, public administrator, political science, economics and U.S. policy determination. Except for two or three mediocre speakers, all of whom were new on the Brookings program, there were no notable weaknesses in the offering.

Outstanding speakers were Roscoe Martin of the Maxwell School at Syracuse University who spoke on Federalism and the Urban Age in America; Charles L. Clapp, Assistant to Senator Saltonstall, who covered current Congressional activities and policy determination; Meno Lovenstein of Ohio State, Economics and Public Policy; Henry Margenau of Yale, Philosophy and Public Policy; and Kenneth Landon, American University, National Security Policy and Southeast Asia.

Not to be overlooked was the very worthwhile experience of associating for two weeks with approximately seventy-five reasonably senior federal executives representing a very wide spectrum of government interest and experience. Obviously, I strongly endorse this program for appropriate Agency people who seriously want the type of educational experience which Brookings offers in a highly competent manner.

6. ATTACHED ARE

TRANSCRIPT OF GRADES

YES X NO

CERTIFICATE OF COMPLETION

YES X NO

7. I CERTIFY THAT I ATTENDED THE TRAINING PROGRAM DESCRIBED ABOVE.

[REDACTED]

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NOTE: Upon receipt of this report, with attachments as applicable, a certification of completion will be forwarded to the Office of Management and Administration for inclusion in your official folder.

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REPORT OF TRAINING AT NON-CIA FACILITY
(Forward Original and One)

25X1A

TO : Director of Training

ATTN : Registrar/TR

THROUGH: Training Officer *AL*

FROM : [REDACTED]

OFFICE: Research and Reports

DATE : 16 November 1965

1. FACILITY ATTENDED

The Brookings Institution
Williamsburg, Virginia

2. DATES OF TRAINING

31 October - 12 November 1965

3. NAME AND DESCRIPTION OF PROGRAM Conference for Federal Management and Program Executives - A conference to assist career Government officials in defining and meeting their leadership responsibilities by providing the opportunity for study and discussion of major issues of domestic and foreign policy.

4. YOUR TRAINING OBJECTIVES

To broaden my understanding of the factors affecting public policy generally and to provide additional insight into the many factors related to my managerial and program responsibilities, and thus enhance my current and future usefulness to the Agency.

5. EVALUATION OF PROGRAM (Include: a. Strengths and weaknesses of program. b. Identify any outstanding speakers and their specific topics or area of instructional competence.)

This Conference provided a unique opportunity to hear presentations in capsule form by competent speakers on a variety of subjects bearing on public policy, both foreign and domestic. Following the formal presentations, an opportunity was provided to question the speakers and to discuss the subjects involved. The Conference was a most welcome change of pace and a refreshing and stimulating experience. The exchange of ideas and the discussions with the speakers and with the participating representatives of other agencies were particularly interesting and useful. My brief exposure to the subjects discussed has provided me with a fresh outlook on several of the more important problems of our modern society. I believe that the Conference has broadened my understanding of some of the principal issues underlying our national policies and has given me a more profound understanding of national security policy considerations.

The only criticism of the program I feel is worthy of note relates to the volume of reading materials the participants were expected to read and digest. In my opinion, much of the prescribed background reading did not seem to be essential to the subjects discussed and in most instances did not add substantially to the discussions. In defense of Brookings, however, it should be noted that the Program Director (at the first session, after most of the participants had completed the voluminous reading material) did identify for each subject certain preferred readings.

(Continued)

6. ATTACHED ARE

TRANSCRIPT OF GRADES

CERTIFICATE OF COMPLETION

YES

X

NO

YES

X

NO

7. I CERTIFY THAT I ATTENDED THE TRAINING PROGRAM DESCRIBED ABOVE.

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REPORT OF TRAINING AT NON-CIA FACILITY - 

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Overall, I evaluate this program as excellent. The calibre of speakers, in my opinion, ranged from poor (in two cases) to excellent. The following speakers are worthy of mention for their excellence: Herman Finer, University of Chicago (Government in a Free Society); Wallace S. Sayer, Columbia University (Political Dynamics); Meno Lovenstein, Ohio State University (Economics and Public Policy); Leon H. Keyserling - thought provoking but somewhat controversial, sensitive, and defensive (Labor and Public Policy); John Huizenga, Department of State (Power Centers of the Communist World); and Eugene M. Zuckert, former Secretary of the Air Force (The Career Professional).

24 May 1965

TO : Director of Training

ATTN: Registrar

THRU: Training Officer, Office of Security


This memorandum covers the items set forth for required comment in the "Report of Training at Non-CIA Facility" (Form 1049). It pertains to my having attended the Conference for Federal Management and Program Executives conducted as a part of the Advanced Study Program of The Brookings Institution. The conference extended from 28 March to 9 April 1965.

Twenty-eight representatives from almost as many agencies participated in the Conference held at Williamsburg, Virginia. Each session was opened by an expert on the broad subject to be discussed. These subjects included such topics as "Government in a Free Society", "Economics and Public Policy", "The Constitution", "The Court and Public Policy", "Political Dynamics", "Labor and Public Policy", "The Behavioral Sciences", "U.S. and World Affairs" and "National Security Policy". After opening remarks by the speaker, the floor was opened for questions or discussion by the participants. The objectives of the Conference as set forth by the Brookings Institution are: (1) To enlarge the knowledge of participants of the "relationships between the government and society and the impact of government action on the nation's social and economic development; (2) broaden their understanding of department-wide and government-wide aspects of policy making and administration; and (3) develop approaches and attitude leading to more effective administrative decisions and actions."

The Conference was effectively planned by the Brookings Institution. The speakers selected for the Conference, were, with almost no exception, of an extremely high caliber. They showed outstanding expertise in their fields, complete sincerity in their efforts and outstanding ability to communicate to the group. The participants

quickly developed excellent rapport, appeared anxious to contribute to the training effort as well as benefit from the learning opportunity available. If there was any weakness it was in the fact that the group was slightly large for discussion and debate of issues. However, this problem was overcome by the presentation of meaningful questions by the participants.

Complete opportunity to meet the training objectives was presented throughout the Conference. The individual benefit received depended, of course, upon the extent of the participant's advanced preparation, his overall attentiveness and effort expended. From a personal standpoint I consider the Conference to have been highly beneficial in that it complemented a period of study at the National War College, and academic pursuits resulting in a Masters Degree in International Affairs just prior to attending. The Conference augmented these previous training efforts by the fact that it placed emphasis on matters of national, rather than international concern.

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